

Park Management/Park Support**JUSTIFICATION OF PROGRAM AND PERFORMANCE**

Activity: Park Management

Subactivity: Park Support

Program Components	2001 Estimate	Uncontr/ Related Changes	Program Changes (+/-)	2002 Budget Request	Change From 2001 (+/-)
A. Management and Administration	233,743	+6,994	-843	239,894	+6,151
B. Park Support Programs	17,781	+49	0	17,830	+49
C. Cooperative Programs	8,145	+2	0	8,147	+2
Total Requirements \$(000)	259,669	+7,045	-843	265,871	+6,202

AUTHORIZATION

16 U.S.C. 1	The National Park Service Organic Act
16 U.S.C. 1241-1249	The National Trails Systems Act
16 U.S.C. 1271-1287	The Wild and Scenic Rivers Act, as amended
16 U.S.C. 18g-18j	Volunteers-In-The-Parks Act of 1969
16 U.S.C. 6	Appropriations Act of June 5, 1920 (41 Statute 917; Donations)
	The Federal Financial Management Improvement Act of 1996
Public Law 104-333	Omnibus Parks and Public Lands Management Act of 1996

OVERVIEW

The **Park Support** subactivity within Park Management is responsible for administering, managing, and supporting the operations of 384 park areas, 40 segments of the Wild and Scenic Rivers System, and 22 National Scenic and National Historic Trails Systems throughout the United States. Park Support also encompasses a number of internal administrative programs (personnel, finance, procurement, data processing, and communications) and services that provide necessary support functions, and cooperative programs that involve other Federal and non-Federal agencies, organizations, and individuals to enhance the development and amenities of the parks.

APPLICABLE NATIONAL PARK SERVICE MISSION GOALS

- Ia Natural and cultural resources and associated values are protected, restored, and maintained in good condition and managed within their broader ecosystem and cultural context.
- Ib The National Park Service contributes to knowledge about natural and cultural resources and associated values; management decisions about resources and visitors are based on adequate scholarly and scientific information.
- IIa Visitors safely enjoy and are satisfied with the availability, accessibility, diversity, and quality of park facilities, services, and appropriate recreational opportunities.
- IIb Park visitors and the general public understand and appreciate the preservation of parks and their resources for this and future generations.
- IIIa Natural and cultural resources are conserved through formal partnership programs.
- IIIb Through partnerships with other Federal, state, and local agencies and nonprofit organizations, a nationwide system of parks, open space, rivers, and trails provides educational, recreational, and conservation benefits for the American people.

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- IIIc Assisted through Federal funds and programs, the protection of recreational opportunities is achieved through formal mechanisms to ensure continued access for public recreation use.
 - IVa The National Park Service uses current management practices, systems, and technologies to accomplish its mission.
 - IVb The National Park Service increases its managerial capabilities through initiatives and support from other agencies, organizations, and individuals.
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A. Management and Administration FY 2001 Estimated Program and Anticipated Accomplishments

Enacted: \$233,743,000

The National Park Service uses management and administrative funding in support of the operations of the 384 park areas and of other affiliated sites through onsite management, the Headquarters Office in Washington, D.C., seven Regional Offices, and the Harpers Ferry Center. Also included in this funding are the day-to-day onsite direction and management of park units that are provided by the park superintendent and administrative staff who are responsible for the effective use of funds and personnel to accomplish the mission of the Service and the goals of that particular unit.

Management and Administration at Parks

The operation of the park system involves the responsibility for providing maintenance, resource stewardship, and visitor services in park areas. Onsite management overview and support functions are carried out by the park superintendent and an administrative staff which includes financial and budget administration; personnel recruitment, staffing, and employee relations; small purchases, formal contracting, and property management; and other related activities. The type and size of a park's administrative staff are governed by the size, scope, and complexity of the park. For example, more personnel and procurement support is needed in larger parks to facilitate the numerous seasonal hires and to provide guidance and oversight, as well as to coordinate the activities between different park areas.

Funds are also provided in FY 2001 for Cache La Poudre River Corridor (\$208,000), Illinois and Michigan Canal National Heritage Corridor (\$156,000), John H. Chafee Blackstone River Valley National Heritage Corridor (\$290,000), Lower Mississippi Delta (\$241,000), Maine Acadian Culture Commission (\$72,000), New Jersey Coastal Heritage Trail Route (\$217,000), and Pinelands National Reserve (\$297,000) in the form of technical assistance to implement and support the development of preservation and interpretive programs, coordination of State and local park and recreation development, and cooperative agreements for the preservation of significant properties.

Headquarters and Field Area Management and Administration

The overall management and administration of the National Park Service requires effective executive managers in Washington and seven Regional Offices. These executives are responsible for overall management of the National Park System. They establish operating guidelines and objectives, coordinate with other public and private organizations, efficiently manage staff and funds, and ensure compliance with legislation, Departmental directives, and regulations affecting the operation of the National Park System.

The National Park Service is managed by a *Director* who is assisted by two *Deputy Directors*, **six** *Associate Directors*, and a number of *Policy and Program Office Managers*.

- *An Assistant Director, External Affairs*, manages the Office of Communications, Legislative and

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Congressional Affairs, and the Tourism functions. The National Park Service is an exceptionally visible public agency, and therefore requires an Office of Communications to manage the flow of information and the heavy demand for information about the Service and the 384 park units that comprise the System. The communications staff responds to more than one million information requests from the news media, the Congress, the public, and other Federal agencies. The Legislative and Congressional Affairs Office prepares and monitors the legislative program of the National Park Service, and provides liaison between NPS management and the Congress. The Office of Tourism maintains communication and relationships with travel and tourism industries in order to promote responsible and informed use of National Park System units.

- *The Equal Opportunity Office* oversees regulations on equal employment opportunity and stresses a policy of equal employment opportunity for all employees and applicants. The Service is committed to the prompt, fair, and impartial consideration and disposition of discrimination complaints and will ensure the eradication of any form of illegal discrimination in personnel policies, practices and working conditions of the NPS.
- *The Office of Policy* (Policy Division) coordinates and oversees NPS policy functions and the Directives System, and provides Servicewide guidance on these issues. The office serves as staff support for the Directorate and the National Leadership Council, and provides policy issue analyses for the decision-making process. The office serves as support to the National Park System Advisory Board and provides oversight of all NPS boards and commissions subject to the Federal Advisory Committee Act.
- *The American Indian Liaison Office* provides direct advisory services to the Field and Departmental officials concerning NPS-Tribal Government situations that are controversial and are likely to involve precedents in the National Park Service. The office also provides training in the foundations of Indian law and policy to program managers and the NPS leadership and serves as the technical expert on the Indian Self-Determination Act.
- *The Strategic Planning Division* develops multi-year mission goals for the National Park Service and reports on annual agency performance to meet the requirements of the Government Performance and Results Act (GPRA) of 1993.
- The functions of the *Office of International Affairs* are detailed in the National Recreation and Preservation appropriation.

Six *Associate Directors*, at the Headquarters Office, each having line authority in their program areas, assist the Director of the National Park Service in fulfilling these responsibilities.

The Associate Director, Park Operations and Education is responsible for overall park operations, including visitor service activities, employee and visitor health and safety, interpretive and education programs, fee program management, Harpers Ferry Center operations and activities, the Soundscape Program Center, as well as administrative responsibility for NPS law enforcement training at the Federal Law Enforcement Training Center, Glynco, Georgia.

The Associate Director, Professional Services is responsible for development and planning programs of the Service, policy development, construction management, land acquisition, information and telecommunications management, and Denver Service Center operations and activities.

The Associate Director, Cultural Resource Stewardship and Partnerships is responsible for programs pertaining to the management of all cultural resources and historic preservation programs internal and external to the National Park System, technical assistance and oversight of grants programs related to recreational activities, and administrative support to heritage partnership programs.

The Associate Director, Natural Resource Stewardship and Science is responsible for the social science

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program and for management and research of the irreplaceable natural resources which are entrusted to the care of the National Park Service.

The Associate Director, Partnerships and Business Practices is responsible for the NPS Concessions Management Program, the Partnership Office, and the Business and Economic Development Program. This responsibility is focused on establishing equitable and beneficial business practices; facilitating and leveraging partnership support from the private sector and others to assist in implementing the NPS mission; and developing policy and guidance for others seeking partner relationships and opportunities with NPS.

The Associate Director, Administration is responsible for the administrative functions necessary to keep the Service operating. Staff under the Associate Director of Administration includes those in the Office of the Comptroller which performs functions including formulation, justification, and execution of the annual National Park Service budget and operation of the Park Service's centralized Accounting Operations Center which processes all payments and provides financial reports to meet both internal and external requirements. Another office is responsible for audit and accountability oversight. Separate offices develop and implement Servicewide contracting and property management policies and procedures. The Human Resources Office is responsible for implementation and execution of personnel management programs, procedures, and standards including position management, wage administration, position classification, staffing, recruitment, employee relations, and responding to Freedom of Information requests. Another office is responsible for employee development and training. Also funded within this Directorate are two Administrative Support Centers located in Washington, D.C., and Denver, Colorado.

Information Resource Management. A key component of any modern administrative or program function is Information Resource Management (IRM), primarily the use of automatic data processing, telecommunications, and library capabilities. As the new century progresses, these three capabilities are merging more fully into the World Wide Web or Internet. The NPS intends to become a leader in exploiting this convergence to benefit citizen customers and the resources the agency protects.

The information resources management function supports the Park Service with timely information resource management, telecommunications, and library service through the Information and Telecommunication Center (ITC) staff. This Headquarters Office, under the Associate Director, Professional Services, provides policy direction for this Servicewide function and is supplemented by additional staff in other WASO program offices, Regional Offices, and parks. The ITC is directly responsible for developing and maintaining methods and procedures for the technical aspects of the Servicewide acquisition of IRM related services and equipment. In FY 2000 the center was given additional central coordination responsibility for geographic information systems (GIS) technology and park image management (satellite and aerial photography) with the intention of improving support to the significant new cultural and natural resource initiatives.

The information management environment in the NPS is primarily based on an estimated 20,000 personal computers located throughout the National Park System. In over 300 locations these computers are interconnected on local area networks (LANs) and the Internet via the Department-wide area network, DOINET. The NPS also uses mainframe computers owned by other organizations. A Departmental office in Denver provides payroll and personnel system support and a U.S. Geological Survey mainframe in Reston, Virginia, delivers accounting system service. Funds for the computer time costs of the mainframe service are included in this document under the External Administrative Costs budget activity.

In FY 2001 and FY 2002, the primary information technology focus of the NPS will continue to be on telecommunications service improvements, especially to the small parks. The effective management of telecommunications service will govern the ability of the NPS to deliver the emerging Internet-based electronic services to both park and citizen customers in the first decade of the new millennium.

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Public Use Statistics Program. The objective of the Public Use Statistics Program is to compile, analyze, store, and update information on the numbers and types of public use for units of the National Park System. Data is generated from information submitted to the program center in monthly public use reports from individual reporting sites. The Park Service publishes the information in the NPS *Annual Statistical Abstract* and the NPS *Quarterly Public Use Reports*. The reports are distributed to park managers as well as to external customers, such as the Department of Commerce and the U.S. Travel Data Center. The information is used to support NPS staff in carrying out the mission of the National Park Service by providing an accurate, scientific basis for planning, development, and management decisions. Park managers use this information to aid in making decisions regarding budgeting, forecasting future demand for services, planning for resource mitigation activities and marketing initiatives. This information is also available on the Internet at www2.nature.nps.gov/stats.

The goal of the program is to obtain and distribute accurate information and to verify and document the public use counting procedures in all reporting NPS units. Verification is accomplished by doing either a site visit in parks with complex set-ups or by doing an in-depth interview with site staff members. Public surveys are conducted to verify counting procedures. This is accomplished on a park-by-park basis and requires coordination with the park staff, OMB survey clearance, and the program center staff.

Goals for FY 2002 include ensuring that (1) 100 percent of the reporting parks' counting instructions are verified, (2) the *Annual Statistical Abstract* is produced and distributed for calendar year 2001 visitation no later than March 1, 2002, and (3) on a quarterly basis, visitation information for calendar year 2002 is analyzed and distributed.

FY 2002 BUDGET REQUEST

	2002 Budget Request	Program Changes (+/-)
▪ Management and Administration \$(000)	239,894	-843
The FY 2002 request for Management and Administration is \$239.894 million, which represents an increase of \$6.151 million over the FY 2001 enacted level. The FY 2002 proposed programmatic decrease of \$0.826 million to Management and Administration activities includes:		
	\$(000)	
▪ Streamlining	-1,193	
▪ Apostle Island Wilderness Study	-200	
▪ Arlington Boathouse Study	-100	
▪ Financial Audits	650	
Total	-843	
Justifications for these program changes are included at the end of this subactivity's presentation.		

B. Park Support Programs ***FY 2001 Estimated Program and Anticipated Accomplishments***

Enacted: \$17,781,000

The National Park Service operates several programs at the national level to meet Servicewide needs in training and

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development and social science. Other ***Park Support Programs*** include administering the National Trails System and Wild and Scenic Rivers and, at the regional level, relocation and other incidental personnel expenses.

Servicewide Employee Development Program

It is through park employees that the National Park Service achieves its mission. The success of the organization depends on effective and well-trained employees. In FY 2001, \$5.489 million¹ was provided for employee development. The Servicewide Training and Development Program provides for training, developmental, and educational experiences for all employees categorized within sixteen career fields: universal and essential (mission and orientation); administration and office management support; historic preservation skills and crafts; information management; interpretation, education, and cooperating associations; law enforcement and resource protection; maintenance; organizational development; planning, design and construction; recreation and conservation programs; cultural resources stewardship; natural resources stewardship; fire management, aviation, and all-risk management (occupational health and safety); specialty fields (concessions, legislative affairs, public affairs, and land acquisition); supervision, management and leadership; and visitor use management.

In developing and delivering the training and development program, the Service operates four training centers: Horace M. Albright Training Center in Grand Canyon, Arizona; Stephen T. Mather Training Center in Harpers Ferry, West Virginia; Historic Preservation Training Center in Frederick, Maryland; and the Capital Training Center in Washington, D.C. The Service also maintains a small Washington Office Training and Development staff. In addition, \$500,000 goes to the U.S. Fish and Wildlife Service for NPS program support and coordination at the National Conservation Training Center in Shepherdstown, West Virginia.

Essential competencies have been developed for over ninety percent of the employees of the Park Service. Competencies are those capabilities that an employee must have to be successful in a particular job. The Service is now conducting needs assessments and surveys of employees and their supervisors to determine which competencies in each career field need support through training and development programs. The information gathered from the needs assessments will ensure that scarce training and development resources are devoted to the highest and most pressing developmental needs of the NPS. In FY 2002, training opportunities will be offered in orientation, administrative skills, maintenance skills, natural and cultural resources management, historic preservation, interpretation, and many other areas.

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NATIONAL PARK SERVICE FY 2001 Training and Development Program	
CAREER FIELD/COMPETENCIES	TRAINING UNITS*
Universal and Essential (Mission and Orientation)	3,500
Administration and Office Management Support	5,590
Historic Preservation Skills and Crafts	4,830
Information Management	2,400
Interpretation, Education, and Cooperating Associations	4,460
Law Enforcement and Resource Protection	12,280
Maintenance	1,950
Organizational Development	1,600
Planning, Design, and Construction	2,400
Recreation and Conservation	740
Resource Stewardship: Cultural Resources	895
Resource Stewardship: Natural Resources	695
Risk Management (Occupational Health and Safety)	940
Specialty Fields (Concessions, Land Acquisition, Legislative Affairs and Public Affairs)	5,500
Supervision, Management, and Leadership	1,530
Visitor Use Management	2,280
TOTAL:	51,590

¹* Estimated – One training unit equals employee participation in a training event of up to eight hours.

Mid-Level Manager Development: In FY 2001, the NPS received an additional \$750,000 for a Mid-Level Manager Intake Program. The program will provide developmental experiences over a two-year period for both new employees hired as a part of the program and current employees selected to participate in the program. This program will help meet the anticipated management and leadership needs of the NPS.

Distance Learning: The NPS continued the development and use of alternative delivery systems for training in an effort to reach more employees in a timely and cost-effective way. By the end of FY 2001 there will be over 100 distance learning stations located in parks. These stations will allow employees to participate in developmental events without incurring travel expenses. Approximately twelve distance learning events will be delivered in FY 2001 and an additional twenty-four events are planned for FY 2002.

Partnerships: The NPS will continue to work with other bureaus and agencies to produce, coordinate, and deliver training in a number of subject areas including supervision, administration, and facility maintenance.

Servicewide Employee Development Workload Factors	FY 2000 Actual	FY 2001 Estimate	FY 2002 Estimate
Needs assessments completed	5	1	2
Career fields surveyed	1	1	2
Career fields remaining to be surveyed	3	2	0
Percent of needs assessments completed	65%	71%	100%

Servicewide Intake Trainee Program

¹ In FY 2001, funding (\$1.021 million) for law enforcement training at the Federal Law Enforcement Training Center (FLETC) in Glynnco, Georgia, was administratively moved to the Washington Office, Ranger Activities.

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This two-year program recruits and prepares high-caliber individuals for a career in the National Park Service, offers professional guidance and developmental activities that fosters continuous learning, and assists the agency in meeting its workforce succession and skill enhancement needs. Intake positions are chosen based on the workforce needs of the agency in a variety of targeted career fields. Participant selections are made through an extensive screening process with final approvals made by the Director. Intakes are assigned to host parks or offices during the initial developmental period and later placed at a final duty station based on the needs of the Service and skills of the incumbent. The goals of the program are to:

- Enable the National Park Service to systematically meet future skill needs
- Provide a greater opportunity for career development
- Enhance the professionalization of employees
- Improve the Service's workforce diversity

In FY 2002, the NPS will continue to develop the cadre of intakes hired in 2001 while also starting another concurrent class. This fifth Intake Trainee Class will result in over a third of all NPS units with intake trainees or graduates by the beginning of FY 2002.

The Intake Trainee Program supports the achievement of the Service's long-term goal of strengthening organizational effectiveness through the enhancement of employee competencies. The performance goal for FY 2002 is associated with increasing the percentage of essential competencies attained by graduates. Selection of highly qualified candidates also directly supports long-term goal IVa4: Workforce Diversity. The GPRA goal for FY 2002 is for graduates to achieve 95 percent of their targeted universal and career essential competencies. The program's combination of appropriate selection criteria and development tactics improves the National Park Service workforce for the 21st century.

Servicewide Intake Trainee Program Workload Factors	FY 2000 Actual	FY 2001 Estimate	FY 2002 Estimate
Percent of targeted universal and career essential competencies achieved by Intake Program graduates.	90%	93%	95%

Incidental Personnel Costs

These funds cover employee transfer costs, lump sum leave, and severance pay and all are paid from Regional accounts. Employee transfer costs are on an upward trend due primarily to the relocation assistance program. Each Regional Office budgets a specific amount for employee transfer costs which may vary immensely depending upon the relocation circumstances of the employee. Benefiting organization or other accounts are often used for these costs when nationwide funds are fully expended. Employees who leave Federal service are entitled to lump sum payments for the amount of annual leave that has been earned but not used. Some employees are entitled to severance pay if they are involuntarily removed from Federal service under certain conditions. The amount allocated for this program in FY 2001 is \$7.6 million.

Social Science Program

Understanding the relationship between people and parks is critical for protecting resources and providing for public enjoyment. The Social Science Program seeks to assess how visitors and local residents will be affected by and respond to proposed park management actions; understand economic interactions between parks and nearby communities; develop methods and techniques to improve management of visitor use; and support improved NPS management. Funding in FY 2001 is at \$841,000. The program is the primary source of data to measure Servicewide GPRA goals related to visitor enjoyment and visitor understanding. The Social Science Program also provides research and technical assistance to park and program managers and to researchers. Program

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responsibilities are to: (1) provide social science information for park management decisions, (2) develop and administer a competitive research project process to fund the highest priority social science needs, and (3) establish and maintain an urban-focused research program in cooperation with a historically black college or university.

To meet these goals, the Social Science Program carries out a series of critical initiatives by providing an Internet-based social science information clearinghouse for scientists, managers and the public, and providing technical assistance to park managers and researchers in reviewing information collections under the 1995 Paperwork Reduction Act. Projects underway in FY 2001 include research on the impact of fees on backcountry use, research to improve visitor safety, refining techniques park managers need to measure and manage recreational carrying capacity, developing atlases of socioeconomic trends for park managers, and developing social science research reviews on the role of public participation in NPS decision-making and on the human dimensions of wildlife management and Federal fire management. Projects initiated in FY 2001 include additional analyses of the national poll of the American public, new technology transfer tools to assist managers and local communities in using the improved Money Generation Model, and continued research on visitor use in national parks.

In FY 2001, the NPS continues its long-term cooperative relationship initiated in FY 1998 with Southern University at Baton Rouge, Louisiana, to establish the NPS Urban Recreation Research Center (URRC). The center conducts social science research on recreation demand and impacts on urban units of the National Park System; cultural diversity of visitors, employees and local communities; needs of special populations; and visitor use management in high density parks. Projects initiated in FY 2000 and scheduled for completion in FY 2001 include the development of a URRRC website, an annual NPS job fair for minority students, and training workshops for urban park managers in response to the needs assessment completed in FY 1999. FY 2001 projects also include research on the relationship of NPS units to urban communities, visitor safety in urban parks, and improving visitor services in urban parks.

The NPS actively measures visitor satisfaction through its Visitor Services Project (VSP), which is an ongoing research project and research team housed at the University of Idaho Cooperative Park Studies Unit. The VSP includes two main survey tools which provide the NPS with valuable visitor feedback: in-depth visitor studies at individual parks, and a customer satisfaction survey used throughout the National Park System.

Since 1988, the Visitor Services Project has conducted over 110 in-depth visitor studies in individual units of the National Park System. Through these studies, park managers obtain accurate information about visitors -- who they are, what they do, their needs and opinions. Park managers have used this information from in-depth studies to improve visitor services, protect resources and manage parks more efficiently. In FY 2001, the VSP will complete seven of the thirteen surveys underway in FY 2000. The remainder will be completed in FY 2002. In addition, up to ten additional surveys will be initiated in FY 2001 and continue in FY 2002. In-depth visitor studies enable park and regional managers to assess and achieve many of their GPRA goals.

In FY 2001, a mail-back customer satisfaction card, implemented in FY 1998, that is similar to surveys successfully used by major United States corporations was continued. Each year, the program is responsible for the technical and operational aspects of carrying out the customer satisfaction surveys Systemwide. The survey results are used annually by park managers to systematically assess, monitor, and report their accomplishments related to NPS GPRA goals IIa1 (Visitor Satisfaction) and IIb1 (Visitor Understanding and Appreciation). The customer satisfaction survey also enables parks, clusters, regions, and national program offices to measure their progress toward meeting annual and long-term performance goals. In FY 2000, 330 parks participated in the customer satisfaction survey, and reports were prepared for each park, cluster, region, and on a Servicewide basis. The Systemwide response rate to the customer satisfaction survey in FY 2000 was 25 percent.

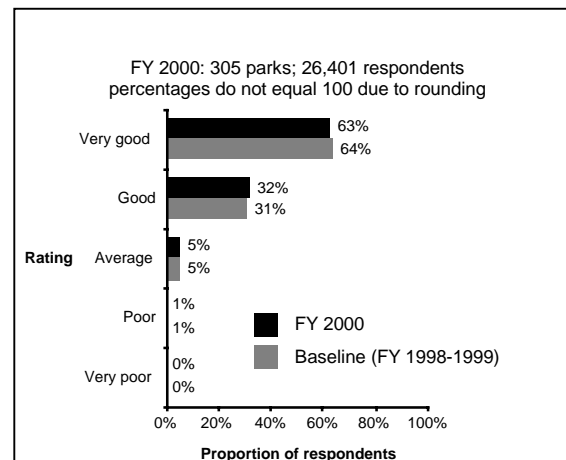
In FY 2001, the NPS will publish its seventh annual customer service report, entitled *Serving the Visitor 2000*. The report includes customer service data from the Visitor Services Project in-depth studies and customer satisfaction surveys. By monitoring visitor satisfaction through different types of visitor studies, and using the information to improve all aspects of park operations, the NPS can continue to protect resources and provide high quality customer

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service. *Serving the Visitor 2001* will be completed in FY 2002.

Included in *Serving the Visitor 2000* are the FY 2000 customer satisfaction survey national results. The customer satisfaction card includes an overall quality question used as the primary measure of visitor satisfaction. This question asked visitors to rate the “overall quality of facilities, services and recreational opportunities.” A visitor is “satisfied” if their response to this overall quality question was either “very good” or “good.”

In FY 2000, the NPS overall quality rating was based on survey results from 26,401 respondents in 305 parks (see figure); 95 percent of the respondents were “satisfied” with the overall quality of facilities, services and recreational opportunities, similar to the baseline (FY 1998-FY 1999) rating of 95 percent. The proportion of visitors rating services as “poor” remained at one percent in 2000.



National Trails System

There are 22 scenic and historic trails that form the National Trails System, totaling almost 40,000 miles in length in 47 States. The NPS administers 17 of these trails. At the field level, partnership and operational activities involve conducting and maintaining resource inventories, interagency planning and coordination, site and segment certification, technical assistance, volunteer support, and interpretive services. Individual trails have base budgets and staff stationed at Regional Offices.

The National Center for Recreation and Conservation (NCRC) provides program-wide leadership in developing the National Trails System through services which help the entire System. The NCRC conducts activities such as interagency coordination, partnership training, technical manuals, and Systemwide research and communications, networking, mapping, and reporting. Interagency coordination with the USDA Forest Service and the Bureau of Land Management is an essential part of these efforts, since many of the trails cross lands administered by these agencies. Program leadership has proven invaluable in addressing problems which involve many States and partners, and in repairing faltering partnerships; program staff work closely with related trail and park programs where there are mutual interests.

The National Center for Recreation and Conservation takes the lead on a number of means by which all long-distance trail partners communicate with one another including the quarterly *Pathways Across America*, biennial national conferences, and annual gatherings of Federal trail administrators. The staff plays a key role in convening the Federal Interagency Council on Trails in Washington, D.C., to foster ongoing communication among all the Federal agencies involved in these trails. The center oversees the periodic release of the *National Trails System Map and Guide* to inform of the public of the components of the entire National Trails System. National program leadership also assists field staff to address selected NPS GPRA goals, including resource protection, visitor satisfaction, stronger partnerships, and effective administration.

Partnership Wild and Scenic Rivers

The National Park Service currently administers 40 segments and more than 3,000 miles of the Wild and Scenic Rivers System. Most of these are managed as units of the National Park System. The Service has management responsibility for seven designated “Partnership” Rivers in the northeast: the Farmington (Connecticut), Great Egg

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Harbor (New Jersey), Maurice and tributaries (New Jersey), Lamprey (New Hampshire), Sudbury, Assabet, and Concord Rivers (Massachusetts), and the recently designated Lower Delaware (New Jersey/Pennsylvania) and White Clay Creek (Delaware/Pennsylvania). These designations are based on a local-State-Federal partnership approach and entail no Service land ownership. For each of these seven rivers, the Service bears the primary responsibility to ensure that resource protection and partnership goals are met.

NPS staff help coordinate the local-State-Federal river management partnerships providing assistance to local river councils, reviewing activities for compliance with section 7 of the act, offering technical assistance as requested, and making available limited financial assistance. Funding of \$399,000 allows the Service to partially fulfill its responsibilities under the Wild and Scenic Rivers Act for five of the seven partnership rivers.

Partnership Wild and Scenic Rivers FY 2001 Program	\$(000)	Total Miles	Year Designated
Farmington (West Branch), Connecticut	65	14.0	1994
Great Egg Harbor, New Jersey	65	129.0	1992
Lamprey, New Hampshire	65	23.5	1996
Lower Delaware, New Jersey/Pennsylvania*	-	67.3	2000
Maurice, New Jersey	65	35.4	1993
Sudbury, Assabet, Concord, Massachusetts	65	29.0	1999
White Clay Creek, Delaware/Pennsylvania*	-	190.0	2000

National Coordination	15	488.2	
Discretionary Funding for Rivers	50		
Partnership Workshop	10		
Total	400		



National Wild and Scenic Rivers System Logo

** no current funding; designated October/November, 2000*

Performance Goals

Long-term Goal IIIb2	By September 30, 2005, 94% of communities served are satisfied with NPS partnership assistance in providing recreational and conservation benefits on lands and waters.
Annual Goal IIIb2	By September 30, 2002, 93.8% of communities served are satisfied with NPS partnership assistance in providing recreational and conservation benefits on lands and waters.

Wild and Scenic Rivers Coordination Performance Information	FY 2000 Actual	FY 2001 Estimate	FY 2002 Estimate
Percentage of communities served satisfied with assistance.	93.8%	93.8%	93.8%

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C. Cooperative Programs

FY 2001 Estimated Program and Anticipated Accomplishments

Enacted: \$8,145,000

The National Park Service operates several programs which provide formal support to organizations, which in turn cooperate with the Service in the accomplishment of its mission. Funds expended on these cooperative programs act as seed money and are generally repaid many times over in in-kind services. Without the support provided by these individuals and groups it would be more difficult for the National Park Service to accomplish many of its resource management and visitor services programs.

Student Conservation Association

Founded in 1957, the Student Conservation Association (SCA) is a private, nonprofit, educational organization that provides high school and college students and other persons who are out of school with the opportunity to volunteer their services for the better management and conservation of our Nation's parks, public lands and natural resources.

The objective of the program is to recruit and place high school and college-age student volunteers in National Park Service areas. The students undertake conservation projects or assist park staffs in a variety of resources management, visitor services, and maintenance work. The National Park Service has maintained a strong partnership program with SCA for over 40 years and participate in such youth programs as described below to accomplish many worthwhile projects that would not have otherwise been completed.

The Resource Assistant Program. A program designed for college-age or older participants who work individually in a professional capacity, completing a variety of resource management duties as an equal member of a resource staff over 12- to 16-week periods.

The High School Program. This program offers volunteers ages 16 to 18 opportunities to work for a month or more in an outdoor setting while living in a backcountry camp and working on conservation projects.

The Conservation Career Development Fellow Corps. A program designed to attract and prepare minority and female high school and college students for career opportunities in the National Park Service. This program is designed to increase the diversity of employees in the National Park Service to reflect fully the composition of the total population.

Conservation Associates. College-age or older volunteers who serve in six to twelve month positions similar to Resource Assistants/Fellows. Most participants have completed their undergraduate education, some have graduate degrees and many are alumni of other Student Conservation Association programs.

More than 1,000 students are placed in the parks each year through this program, with the value of the work performed exceeding \$2.0 million annually. This program is funded at \$809,000 in FY 2001.

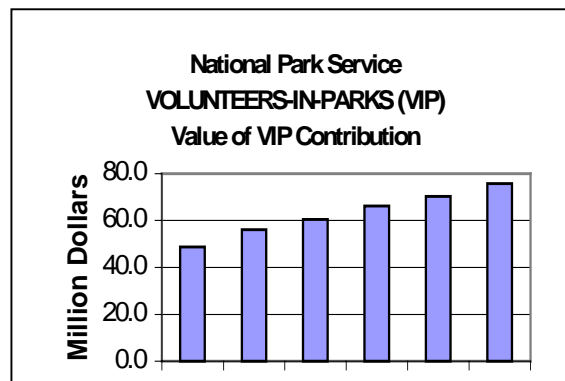
The Student Conservation Association and the National Association of Service and Conservation Corps (NASCC) are the primary partners in the two-year-old Public Lands Corps program. The NASCC is a national umbrella organization for local youth corps that provides training, advocacy, and public relations services for youth corps organizations. Youth corps programs engage young people, generally 16 through 25 years old, in paid, productive, full-time work which benefits both the person and the projects they work on. The Public Land Corps program provides participants an opportunity to work in a national park unit through partnership with a nonprofit youth organization. Recruitment efforts, under the entity of NASCC, have enabled more than 800 youths to work in national park units. Parks provide national service opportunities that will enhance participants personal development and benefit the National Park Service in projects such as conservation work, resource management, and maintenance

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work. In order for the parks to qualify for this program, target projects must be on their backlogged maintenance list and work proposed must be able to be done with a nonprofit youth organization.

Volunteers-In-Parks (VIP) Program

The NPS Volunteers-in-Parks (VIP) Program is authorized by the Volunteers-In-The-Parks Act of 1969. The purpose of the program is to provide a means through which the NPS can accept and use voluntary help from interested citizens and international visitors in such a way that it is mutually beneficial to the NPS and the volunteer. Volunteers may be recruited without regard to Office of Personnel Management regulations, are provided coverage for tort liability and work-injury compensation, and can be reimbursed for out-of-pocket expenses while participating in the program. Authorizing legislation prohibits the displacement of permanent and seasonal employees. Most volunteers work in the parks.



The value of VIP efforts more than doubled from FY 1997 to FY 2000. Values shown for 2001 and 2002 are estimated.

The VIP program continues to be a major force in accomplishing the NPS mission. Since 1990, the numbers of volunteers has increased an average of five percent per year. On average, each volunteer contributes 37 hours per year towards accomplishing the agency's mission. In FY 2000, \$1.519 million was provided for the management of 342 individual volunteer programs throughout the System; \$1.517 has been provided for FY 2001.

- In FY 2000, 145,319 volunteers contributed 4,460,282 hours of service, a 15 percent growth in the program over FY 1997. Volunteer work contributions to the NPS during FY 2000 were equivalent to 2137 FTE.
- Based on a nationally accepted private sector value figure of \$14.83 per volunteer hour, the NPS realized a \$66 million return on its investment.

Goals for the volunteer program are to provide clear and reasonable policy guidance to program managers in the field, to implement the national VIP training program to ensure that all volunteer program managers and volunteers receive excellent training, and to raise the standards for acceptance into the VIP program while improving the agency's ability to recruit and retain volunteers from all sectors of society. The national office is currently working with the National Park Foundation and our partners to create the Senior Ranger Corps where seniors will work with youth on conservation projects in the parks.

Performance Goals

Long-term Goal IVb1	By September 30, 2005 increase by 44.7% the number of volunteer hours (from 3.8 million in 1997 to 5.5 million hours).
Annual Goal IVb1	By September 30, 2002, increase by 26.3% the number of volunteer hours (from 3.8 million in 1997 to 4.8 million hours).

Volunteers-in-Parks Performance Information	FY 2000 Actual	FY 2001 Estimate	FY 2002 Estimate
Number of park volunteers	145,319	150,000	155,000
Number of volunteer hours	4,460,282	4,600,000	4,800,000
Percent increase (over 1997) in volunteer hours	16%	21%	26%
Value of work (in millions of dollars)	\$66 million	\$68 million	\$70 million

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Partners for Parks

Throughout its history, the National Park Service has enjoyed the philanthropic support of individuals and organizations that share a commitment to the mission given this agency by the American public. While donations have been and can be serendipitous; increasingly, at both the national and individual park levels, the *opportunity* for philanthropy is being created by non-profit organizations working in partnership with the National Park Service.

The mission of the Partnership Office is to help develop, grow and manage these partnerships and the opportunities they bring. At the national level, the office works closely with the National Park Foundation (NPF), an organization established by Congress in 1967 as the official, national nonprofit partner of the National Park Service. In April 2000, the NPS and NPF implemented the Congressionally authorized National Parks Pass which is a joint venture designed to not only offer purchasers a \$50 annual pass for national parks that have an entrance fee, but to provide a way for the public to demonstrate their support for the parks. The National Park Pass project was honored at the Discovery 2000 Conference (held in St. Louis, Missouri, September 2002) with the 2000 Director's Award for Partnerships.

In FY 2001, the National Park Foundation and the National Park Service continue to expand opportunities for individuals, foundations and corporations to support park philanthropy with the launch of the Proud Partners of America's National Parks campaign. Launched by NPF in October 2000, the campaign is a multi-year effort to raise awareness of the depth and breadth of the National Park System and invite the American public to become partners in the mission of the National Park Service. The National Parks Pass is a key element of the campaign that is supported by five corporate partners. A national photo contest to select the image for the 2002 National Parks Pass was announced in December 2000.

In FY 2001, the National Park Foundation provided support that included:

- A grant from the UPS Foundation to help the National Park Service establish a *Senior Ranger Corps* in ten national parks. Working with the Environmental Alliance for Senior Involvement this program is designed to help national parks recruit and retain senior volunteers and enhance the parks' relationships with local communities.
- The Andrew W. Mellon Foundation provided \$1.4 million to support the National Parks Ecological Fellowship Program. The program will support nine post-doctoral fellows for three-year fellowships in the parks to study ecological sciences.
- A grant from the John S. and James L. Knight Foundation provided \$150,000 in start-up funds for the African American Experience Fund. This grant also supported the Cultural Resources Diversity Initiative Internship Program which provides minority graduate and advanced undergraduate students with professional opportunities in history, architecture, anthropology, museum studies and other related fields.

The Partnership Office was established in 1996 with a principle responsibility to manage and grow the relationship with the National Park Foundation. The success of these efforts is seen in the chart below. In 1996, the NPF provided \$3.928 million to support national park priorities; in 2000, the level of support was \$27.879 million. This is a 609 percent increase in the last five years. The five-year total (1996-2000) represents more than one-half of the total support provided by the National Park Foundation since it was established in 1967.

National Park Foundation support to the National Park Service* [NPF fiscal years end June 30]

	1996	1997	1998	1999	2000
NPF Support of NPS	\$3,928,000	\$4,592,000	\$12,661,000	\$14,947,000	\$27,879,000

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Complementing this national effort on behalf of the entire organization, many national parks are fortunate to enjoy the support of local organizations that share a dedication to the park's mission. Many of these parks and organizations have long established relationships; others are growing or just beginning.

In 1998, Congress amended the charter of the National Park Foundation instructing the NPF to "design and implement a comprehensive program to assist and promote philanthropic programs of support at the individual national park unit level." The Partnership Office works closely with the National Park Foundation's Park Partner's Initiative to provide guidance and a measured approach to fundraising at the local park level, building upon the best practices in parks where fundraising has become self-sustaining and is making a major difference in philanthropic income. The National Park Foundation currently is looking at both an individual park approach, such as the work it is doing with Glacier National Park, and a collaborative effort approach, such as the development of the African American Experience Fund, to support all parks that share the story of African American history.

In addition, new local nonprofit led fundraising campaigns have been approved by the Director for the following parks: Colonial National Historical Park, Valley Forge National Historical Park, USS *Arizona* Memorial, Great Basin National Park, and Indiana Dunes National Lakeshore. In FY 2001, new nonprofit led fundraising campaigns are anticipated at Lewis and Clark National Historic Trail (Corps of Discovery II) and Statue of Liberty-Ellis Island National Monument.

Major fundraising campaigns completed recently include: Golden Gate National Recreation Area and Golden Gate National Parks Association -- \$27 million for the restoration of Crissy Field; Acadia National Park and Friends of Acadia -- \$13 million to restore and perpetually maintain all footpaths in the park.

The NPS Partnership Office provides technical assistance to parks and their partners interested in establishing or growing a fundraising partnership. Working directly with these partnerships and/or through regional staff, assistance is provided to help craft agreements and ensure that the potential campaign is developed and managed in accordance with NPS policies, and applicable Federal laws and regulations. In FY 2001, a program coordinator was hired to increase the level of support provided both directly and indirectly to ensure the smart growth of this program for the long-term. Partnership opportunities are steadily increasing due in large measure to the dedication and vision of individual NPS employees and the outstanding partners that have joined with them to establish creative and successful relationships. Currently, the NPS has relationships with more than 60 cooperating associations, more than 150 friends groups, thousands of community-based groups, and tens of thousands of volunteers.

The Partners for Parks program builds on these successes, showcases best practices, and develops the training and tools needed for all employees to understand the value of working in partnership to achieve common goals.

Challenge Cost-Share Program (CCSP)

The Challenge Cost-Share Program, begun in FY 1993, increases the participation of neighboring communities and qualified partners in preserving and improving the cultural, natural and recreational resources for which the Service is responsible. Through "small dollar" partnership projects (a maximum of \$30,000 CCSP share), with a required match of non-Federal cash or in-kind contribution, mutually beneficial projects are cooperatively carried out. The Challenge Cost-Share Program extends to all of the Service's missions and programs, inside and outside parks.

For FY 2001, \$4.991 million was provided for the program. This included a \$3.0 million increase provided by Congress to support activities related to the anniversary of the Lewis and Clark expedition. Of this amount, \$2.0 million is to support a major national traveling exhibition that includes more than 200 Lewis and Clark original artifacts, artworks and manuscripts, and \$1.0 million awarded competitively for exhibits, interpretive or education programs, resource preservation or other projects relating to the Lewis and Clark Trail selected in cooperation with the National Lewis and Clark Bicentennial Council. This is a multi-year effort, with funding continued in FY 2002.

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Of the remaining \$1.991 million, one third, by congressional direction, is earmarked for national trails system projects, including a small amount for projects supporting the Appalachian National Scenic Trail. The remainder went to NPS Regional Offices for projects competitively selected by them, and to “national scope” and diversity projects selected by the Director.

The scope of CCSP projects covers a broad range. Examples of national trails projects include major trail segment reconstruction, stabilization, protection, and rehabilitation; trail signage; outreach programs (including a web-based educational site for bi-lingual, interactive study of Spanish exploration); and an “electronic field trip” to a park via the Internet; and trailhead projects. Other projects involved habitat and resource studies, inventories, management and monitoring; ethnographic research; interpretive exhibits, brochures; vegetation, landscape, and site restoration; protecting national historic landmarks and other historic resources; site stabilization; interpretive sign placements; and general “cleanups.”

Partners include Federal, State, county, and municipal government agencies; researchers; museums; local affiliates of national conservation groups; park, cave, trails, or resource-related nonprofit foundations, associations, and “friends” groups; and owners of nationally significant historic properties.

Challenge Cost-Share Program Performance information	FY 2000 Actual	FY 2001 Estimate	FY 2002 Estimate
Number of projects (total)	155	200	200
Matching share leveraged	\$5 million	\$7 million	\$7 million
Number of national trails projects	51	100	100
Number of park units supported	63	80	80
Number of projects outside park units	31	40	40
Number of national scope and diversity projects supported	11	15	15

JUSTIFICATION OF FY 2002 BUDGET REQUEST FOR PARK SUPPORT

	2002 Budget Request	Program Changes (+/-)
Park Support \$(000)	265,871	-843

The FY 2002 request for Park Support is \$265.871 million and 3,203 FTE, which represents a net increase of \$6.202 million and a decrease of 70 FTE from the FY 2001 enacted level. The net programmatic decrease of \$0.843 million and 70 FTE for the Park Support subactivity is justified by the proposed changes that follow:

- ***Apostle Island Wilderness Study (-\$200,000)***: The National Park Service is proposing to eliminate funding in FY 2002 for the Apostle Island Wilderness Study because the FY 2001 funds were a one-time addition.
- ***Arlington Boathouse Study (-\$100,000)***: The National Park Service is proposing to eliminate funding in FY 2002 for the Arlington Boathouse Study because the FY 2001 funds were a one-time addition.
- ***Streamlining (-\$1,193,000; -70 FTE)***: The NPS proposes to effect savings of \$1.193 million in funding and 70 FTE in this program by reducing travel and other administrative overhead cost; procurement efficiencies; and

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making use of technological advances (such as, but not limited to, teleconferencing). Redundant administrative positions will not be filled when vacancies arise. The NPS expects to create more efficient systems and processes without affecting program delivery.

- ***Financial Audits (+\$650,000):*** The NPS is proposing an increase \$650,000 in FTE in FY 2002 to provide contract financial audit services. The audit services contract will certify the accuracy and presentation of the financial data contained in the Service's financial statements in compliance with the requirements of the Federal Financial Management Improvement Act (FFMIA) of 1996.